



PARKS & RECREATION BENCHMARKING PROGRAM

**TENNESSEE DEPARTMENT OF
ENVIRONMENT & CONSERVATION**

RECREATION EDUCATIONAL SERVICES DIVISION



PARKS AND RECREATION DEPARTMENT BENCHMARKING PROGRAM

Program Overview

In the business world, one of the best ways to ensure best-in-class performance is to know how your top competitors are faring, how you compare and what it takes to become the market leader. Those seen at the top of their class are those viewed as being the most lucrative, those who are making the most money and those who are staying ahead of the trends. It means measuring your progress against pre-determined and identifiable indicators in order to achieve these high performance metrics and “leap-frog” the competition.

Benchmarking has long been an important tool of the strategic budget planning of most major corporations and businesses. Now benchmarking is soaring into other segments of society including the military, government, small businesses, non-profit organizations and many others. Government (city/county) parks and recreation systems are no longer unaffected. The National Recreation and Parks Association began an accreditation process in the mid 1990’s, for much of the exact same reasons the business world did: to identify, recognize and venerate Parks and Recreation Departments nationwide.

The following Parks and Recreation Benchmarking Program for Tennessee has been developed based on the similar premise of NRPA but has been modified to allow for all Cities/County’s/Departments with a recreation/ leisure component to be classified in a Tier system. Each Tier is built upon the other with incentives provided to assist in targeting the next Tier as a goal to achieve and/or not to fall back.

The basic premise is to provide feedback to cities/counties/department’s, which are either striving to begin a park system, continuing to develop their system or wanting to excel in their services and facilities they provide. Benchmarking is most effective when one can model peer comparisons with parks and recreation leaders statewide.

It is the desire of Recreation Educational Services through the Economic and Community Development Three Star Program to begin this process and establish benchmarking criteria that will positively affect communities for many years to come.

PARKS AND RECREATION DEPARTMENT BENCHMARKING PROGRAM

Application Process

Introduction and Initial Application Process

The Parks and Recreation Department Benchmarking Program was initially designed to be a part of the Tennessee Department of Economic and Community Development's Three-Star Program. This program is developed for use with the Visionary component of the Three-Star program – the Recreation Assessment – but departments may also apply to be benchmarked independent of the Three-Star program. This program has been designed as a road map to assist local communities in their effort to achieve excellence in community and economic development. As a participating community, you will be guided through a comprehensive plan of essential criteria developed by parks and recreation professionals and with the cooperation of various state agencies.

The Benchmarking Program is sub-divided into three levels, called Tier Status Levels. All governmental entities administering public parks and recreation systems are encouraged to request qualification for participation in this **Tennessee Benchmarking** process.

How does a community begin the process? The lead governmental official (City or County Mayor, County Administrator/Executive, Parks and Recreation Director, Park Board Chairman interested in pursuing possible accreditation should contact Mark Tummons, Director, Recreation Educational Services Division, 401 Church Street, 10th Floor, L&C Tower, Nashville, TN 37243-0439 through written correspondence requesting an application. In addition, you may contact the regional Parks and Recreation Technical Advisory Service (PARTAS) Consultant for the three regions of the state. **See PARTAS Regions and Contacts for Map Identifying your Consultant Contact.**

PARKS AND RECREATION DEPARTMENT BENCHMARKING PROGRAM

Application Form

Upon receipt of official request, the Recreation Educational Services Division (RES) will direct potential applicant to TDEC/RES website or mail/email to the applicant the application form and report criteria.

PARTAS Staff members are available to clarify questions concerning the form and criteria. In addition, PARTAS consultants may be able to schedule a site visit to meet with the Agency to discuss accreditation; its merits and the process. PARTAS Consultants will not be able to complete applications for any governmental agency or assist in revising answers once the application has been submitted to RES.

Helpful tips in application preparation:

- Appoint a coordinator – One person should be designated as the coordinator or “lead” of the project. However, involving many agency staff, board members and or volunteers is always helpful in developing information for the report.
- Study the standards – know each standard and their scope in order to collect, organize and provide the most current and accurate data and materials.
- Assign responsibilities and set dates for accomplishment – for gathering materials, preparation of various reports and pulling the entire document together.
- Write the report – each portion of the document must utilize the same format, font and designate a person to review for editing both for content and grammar.
- Final Compilation – report must be placed in appropriate three ring binder with cover sheet, inside title page (identifying agency, date, etc.), personal note/letter from agency official, table of contents, completed application, body of report with appropriate attachments, additional attachments that have been specifically cross-referenced in body of report.

The Self-Assessment Study/Benchmarking Report

The Agency shall conduct the self-assessment and generate the benchmarking report. The Benchmarking Program Tier Status Levels Report generated by the Agency is used by the RES Review Team to determine the actual score and Tier level of the Agency. Therefore, the importance of this report must not be minimized. Agency staff is responsible for presenting detailed evidence, making it clear how each standard in the checklist document is being met.

The self-assessment study and the report generated by the agency staff is a major undertaking and not merely a cursory review of the status quo by administrative personnel or staff.

Submitting The Application Form & The Self-Assessment Benchmarking Report

The Agency will complete the Application Form and Self-Assessment Benchmarking Report and submit to RES at the listed address.

Two application cycles have been set: May 31 and November 30 annually.

RES will respond and acknowledge the receipt of the agency's application and report through written verification.

Recreation Educational Services Division Team Review and Evaluation

The RES Review Team will meet no less than twice a year to review and evaluate applications (Normally the first part of June and the first part of December) and may meet quarterly.

The RES Review Team will consider all pertinent documentation that has been submitted. The RES Team may then recommend the following:

1. Full approval of the Tier Status that the agency is requesting;
2. Deferral of Tier Status based on the following: request for additional information or verification from the applicant is needed and/or on occasion it may be necessary for a member or members of the RES Team to conduct a site visit to the community to visually ensure and gather additional information;
3. Decline Tier Status with reasoning provided;
4. Grant continuing Tier Status; or
5. Withdraw current Tier Status

If full certification of Tier Status is granted, the certification for that particular Tier Status level is good for three years. Upon the end of the three years the agency must resubmit an application for either recertification of the same Tier Status level, or requesting certification approval in a higher Tier Level. Each applicant will be sent an official acknowledgment letter and a certificate of Tier Status.

- If the applicant requests continuing with the same Tier Status, the RES Team may approve but with either suggested recommendations for changes or improvements; or with required conditions to maintain Tier Status or to assist in moving an agency on to the next Tier level after the three year continuation.
- If additional information is required, applicant will be notified in writing and will have no less than 60 days to provide the additional information. If applicant does not provide the requested information within 6 months following the applicant's receipt of recommendation letter, then the application will be pulled and the process will need to be reinitiated.
- Declining Tier Status would only be issued to initial applicants when weaknesses are sufficient to deny such status. The RES Team is committed to working with each and every applicant to ensure that this does not happen, but only on rare cases
- After initial application, or during reapplication for a change in Tier Status, an agency has the right to withdraw the application before the RES Team has

considered it. The RES Team will officially withdraw the application until a later date.

Annual Report

- Each agency shall make a full report to RES no later than January 15th for the prior years accomplishments and/or needed improvements.

Published List of Tier Status Agencies

- A list of all Tier Status agencies shall be published annually by the Tennessee Department of Environment and Conservation, Recreation Educational Services Division and can be found on the RES website and other publications.
- Information regarding the Tier Status of a specific agency shall be available, upon written request, through the Director of Recreation Educational Services. When the request is made, the agency shall be notified of the request.



**TENNESSEE DEPARTMENT OF ENVIRONMENT AND CONSERVATION
RECREATION EDUCATIONAL SERVICES DIVISION
PARKS AND RECREATION BENCHMARKING PROGRAM
TIER STATUS LEVELS REPORT**

Tier I: A city, town, or county can be classified as Tier I provided the first eight of the following thirteen items have been established and achieved. Please attach a half page overview/narrative for each standard, along with attachments.

1. Legal Authority, Role and Responsibility.

- a. The source of authority of and powers for the public recreation and park managing authority shall be clearly set forth by legal document.
- b. Through written guidelines and legal document such as an Ordinance, City or County Charter or otherwise (see TCA 11-21-102 & 11-24-104).

Completed with Attachments

2. The organizational structure must include the development of a Parks and Recreation Board (an advisory or policy board primarily made up of citizen representatives is recommended, but elected official(s) may serve as a liaison from the City Council or County Commission to the advisory board and as a voting member of the policy board).

- a. Develops Board Operating Procedures (By-laws). To include membership, length of terms, composition, voting rights, meeting times, etc.)
- b. Develops sound Policies and Procedures for park areas, facilities, and programs.
- c. Develop Departmental mission statement.
- d. Develops or assists in developing and/or maintaining park facilities, program/event development to include a variety of activities for a variety of citizens.

Completed with Attachments

3. Recognizes an individual, either as a volunteer or paid part-time/full-time, as the Director of Parks and Recreation, to assist the board in the above duties.

- a. This "Director" is most likely the only staff person and in many cases out sources much of the programming to other organizations or associations. The Director in many ways acts as a facilitator for much of these functions or endeavors.

Completed with Attachments

4. Has established partnerships by:

- a. Recognizing and understanding the roles of counterpart and complementary agencies in the community.

- b. Good liaison can result in more productive efforts, including greater cost effectiveness and efficiency of the department in accomplishing the mission.

Completed with Attachments

5. Planning must include written goals and objectives for the department.

- a. These should be directed toward accomplishing the departments mission and be updated annually.
- b. Goals and objectives must also address future organization and development and focus on plans for growth.

Completed with Attachments

6. Recreation Programs, Services and Events provided shall be based on:

- a. Department philosophy and goals.
- b. Community opportunities.
- c. Constituency needs.
- d. Program development should involve the citizens/participants.
- e. Services are most likely delivered through other organizations/associations or cooperative means.

Completed with Attachments

7. Marketing, Public Relations and Customer Service

- a. The Department should have some type of marketing component to ensure that the targeted public is receiving information concerning the Department's activities, mission and objectives.

Completed with Attachments

8. Resource Management and Land Use Planning

- a. A master site plan for areas and facilities must be included in overall comprehensive planning.
- b. Citizen involvement in the planning process must be attained to best meet their needs and gain their support.

Completed with Attachments

9. Facility Use Management

- a. A written land development policy and procedures for development of park and recreation lands and facilities with in the financial framework of the department/city must be completed.
- b. There must be dedicated city personnel/and or volunteer organizations to assist in maintaining park facilities at an established standard.

In progress for Tier II Status

10. Fiscal Policy

- a. Fiscal policies setting guidelines for management and control of revenues, expenditures, and investments shall be set forth clearly in writing, and the legal authority must be clearly established.
- b. There must be an established policy on the type of services for which fees and charges may be instituted and the basis for establishing the amount of such fees and charges.

In progress for Tier II Status

11. Budgeting

- a. There shall be an annual operating and capital improvement budgets, including both revenue and expenditures.

In progress for Tier II Status

12. Risk Management

- a. There must be a policy for risk management, which is approved by the Department's policy entity.
- b. There must be an employee or designee with risk management responsibility and authority to carry out the policies established for risk management.

In progress for Tier II Status

13. Safety and Security

- a. Partnerships with local law enforcement agencies (city/County) must be established for general patrol to include basic safety and security for park and recreation sites and facilities.
- b. A general security plan shall be developed and enacted for both general use of outdoor area and facilities, and for specific group program/activity functions.

In progress for Tier II Status

Incentives:

- Be eligible to receive prestigious Governor's Award for Tier I community/Department.
- Be eligible to receive bonus points on upcoming grant application scoring criteria.

Tier II: A City, town or county can be classified as Tier II provided all of the objectives in Tier I and the first nine of the following sixteen objectives in Tier II have been established and achieved. Please attach a half page overview/narrative for each standard, along with attachments.

1. Legal Authority, Role and Responsibility

- a. The Parks and Recreation Board has developed sound policies to guide management/staff in the performance of duties, particularly related to planning, facility development and fiscal matters.
- b. The parks and Recreation Board has developed manuals pertaining to Administration (policies and operational procedures, personnel, employment), Maintenance, Aquatics, Playgrounds, Risk management, etc.
- c. Specific distinction has been made among policies, rules and regulations, and operational procedures.

Completed with Attachments

2. Establishment of a formal organizational structure to include:

- a. City/County employ's full-time Parks and Recreation Director.
- b. Some professional and support staff is provided to administer/oversee certain functions of the park system. Positions may include Maintenance Foreman and Maintenance Utility Worker, Secretary/Marketing, Programmer (recreation and athletic).
- c. Creation of an organizational chart with personnel job descriptions.
- d. Establishment of adequate administrative space and equipment (office).
- e. A communication system has been established to insure the accurate and timely transfer of information, both internal and external.
- f. Specific geographical descriptions and maps should set and establish physical boundaries of the Department/Agencies' jurisdiction.
- g. Mission statement is defined and strategically placed in correspondence letterheads, flyers, pamphlets, posters, etc.

Completed with Attachments

3. Has established partnerships:

- a. Through the use of written, established policies/agreements on cooperative use and maintenance of facilities and program operation, facility design, land development, finances, etc. with other organizations, agencies or individuals.

Completed with Attachments

4. Strategic Planning must include:

- a. Obtaining input from various personnel within the department to develop and update annual departmental goals and objectives.
- b. Action Plan or steps must be incorporated to identify: Where are we now? Where do we want to be? How do we get there? Who is responsible?
- c. An annual written evaluation stating the progress made toward the attainment of goals and objectives must be submitted to the department chief elected official (normally the City or County Mayor). This evaluation should also be submitted and reviewed by the advisory or policy board.

Completed with Attachments

5. Recreation Programs, Services and Events provided shall be based on:

- a. Services shall be delivered in a variety of ways, such as: structured or semi-structured programs, outreach, user services, and rentals.
- b. The program should provide for recreation opportunities under primarily general supervision with some direct face-to-face leadership
- c. Services should be provided to individuals and small groups of individuals to stimulate and assist them to become independent of the supervision and control of the department.
- d. Some services should be offered for a fee to augment basic recreation opportunities.
- e. Specific objectives must be established for each program or services offered.
- f. Programs and services shall be available to all cultures and population residents of and visitors to the community.

Completed with Attachments

6. Marketing, Public Relations and Customer Service

- a. A specific person within City/County administrations should serve in the capacity of marketing and public relations for parks and recreation facilities and programming.

Completed with Attachments

7. Facility Use Management

- a. There must be a written maintenance and operations plan for management of the Department's park and recreation area, facilities, and equipment. This includes but is not limited to: established facility plan and inspection checklists, playground inspection checklists, vandalism procedures, visitor safety, athletic field plan and inspection checklists, employee orientation forms, etc.).
- b. There must be an established regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence to. Special attention is needed for swimming pools, restrooms, kitchens, or animal (zoo) facilities.
- c. There must be a preventive maintenance program, including regularly scheduled systematic inspections and careful safety checks, for each facility.
- d. There must be competent personnel assigned for routine maintenance, repairs and minor improvements, general cleanliness and overall attractiveness of areas, facilities, and equipment with clearly defined duties.

Completed with Attachments

8. Management of Information Systems/records Management

- a. The Department must have a central records system, including records control, maintenance and retention.
- b. There must be written procedures for handling of funds by personnel.
- c. There must be written procedures for accident and incident information collection and use of the accident or incident report.

Completed with Attachments

9. Resource Management and Land Use Planning

- a. Most plans and studies should be conducted and prepared by a park planner, landscape architect, or other design professional, depending upon the nature of the project.
- b. The overall physical plan should have phased development (prioritization), with a capital improvement budget for each phase. The plan should provide for flexibility due to changing conditions.
- c. There should be procedures for protecting park and recreation lands and facilities from encroachment.

Completed with Attachments

10. Recruitment and Selection of Personnel

- a. There must be a written policy regarding cultural diversity for all employment practices, and evidence that it is being implemented.
- b. There should be a written compensation program, which is reviewed annually. There should be equity of compensation among units (departments) within the local governmental structure.
- c. There must be a written fringe benefits program.
- d. Every effort to secure qualified personnel, especially in upper management, must be employed by the department.

In progress for Tier III Status

11. Human Resources

- a. A written analysis for all positions must be maintained on file and shall include, at a minimum: duties, responsibilities, and tasks of each position; and minimum level of proficiency in the job related skills, knowledge, abilities and behaviors.
- b. There shall be written policies, which govern the administration of personnel procedures for both professional and nonprofessional employees and are reviewed annually.
- c. Professional park and recreation personnel must be active members of their professional organizations.
- d. There should be constructive and effective supervision of all personnel to help them grow professionally and interpret program to the community.
- e. There should be an orientation program for all personnel employed by the Department.
- f. Volunteers should be utilized in the Department for functions such as program leadership, financial drives and fiscal management, public relations and promotions, clerical services, and advisory councils.
- g. There should be a program of recognition for volunteers.

In progress for Tier III Status

12. Fiscal Policy

- a. There must be a written policy for the acceptance of gifts and bequests.
- b. Where feasible and appropriate, matching funding by state and federal governments, voluntary agencies, private groups, and individual's maybe used.
- c. There shall be written procedures for fiscal management of the Department.

- d. The Departments Director of chief administrator must be designated as having the authority and responsibility for the fiscal management of the Department.
- e. Outside agencies, organizations, and corporations should be utilized for funding programs and facilities of many different types.
- f. The Department must have an accounting system that includes, at a minimum, provisions for monthly status reports.

In progress for Tier III Status

13. Budgeting

- a. Department personnel have prepared written recommendations, based on operational and activity analysis, for use in the development of the developments budget.
- b. There are written procedures for inventory control of the Department's control of property, equipment and other assets.

In progress for Tier III Status

14. Risk Management

- a. There must be a risk management analysis systematically performed annually and with approaches to control of risks clearly identified.

In progress for Tier III Status

15. Safety and Security

- a. The authority of all park and recreation personnel as related to law enforcement, traffic control, and general security functions shall be clearly set forth by policy statement and communicated to appropriate persons. A person (staff member) shall be designated as liaison to the jurisdictional police.
- b. There must be a plan for traffic control, worked out in conjunction with the jurisdictional police for:
 - Each activity/facility site, including parking and foot travel.
 - Each major event where there are large numbers of people and vehicles.
 - Crowd control
 - Traffic patterns
 - Emergencies, natural disasters, etc.
- c. There must be clearly identified procedures for recording and documenting accidents and disturbances within the parks and facilities.

In progress for Tier III Status

16. Evaluations and Research

- a. There shall be a systematic evaluation plan to assess outcomes and the operational deficiency and effectiveness of the Department.

In progress for Tier III Status

Incentives:

- Be eligible to receive prestigious Governor's Award for Tier II community/Department.
- Be eligible to receive bonus points on upcoming grant application scoring criteria.

Tier III: A city, town or county can be classified as Tier III provided all of the objectives in Tier I, & Tier II have been met and the first twelve of the following sixteen objectives have been established and achieved. Please attach a one-page overview/narrative for each standard, along with attachments.

1. Legal Authority, Role and Responsibility.

- a. Board accepts certain responsibilities to include:
 - i. Actively supports the Director and his or her policies, both within the organization and to outside parties, as long as performance is judged to be satisfactory.
 - ii. Assists City or County officials or takes lead in replacing the Director promptly.
 - iii. Participates actively in the decisions to elect and re-elect board members.
 - iv. Assists or takes lead in determining compensation of senior professional management.
 - v. Discusses and advises proposed major changes in the organizations strategy and direction, major financing proposals, and other crucial issues, usually proposed by the Director.
 - vi. Requires Director to explain rationale behind operating budgets, major capital expenditures, acquisitions, investments, personnel matters and planning.
 - vii. Formulates major policies regarding ethical or public responsibilities matters, conveying to the organization that the board expects adherence to these policies and violations are not tolerated.
 - viii. Analyzes reports on organization's performance, addressing questions to highlight areas of concern, and suggesting possible actions to improve performance.

Completed with Attachments

2. Has established a Formal Organizational Structure, which should include increased size and complexity of service, facilities and programming.

- a. Hierarchical structure uses departmentalization and generates an organization chart that shows chain of command with a top-down structure. Steps include:
 - i. Departmentalized by functions.
 - ii. Assigns tasks to specific positions and units to take advantage of the specialized skills of certain employees.
 - iii. Divide and distribute the overall work load of the organization (division of labor or delineation of responsibility).
 - iv. Establish the number of people who will report to each supervisor (span of control)
 - v. Ensures that there is unity of command.
 - vi. Determine the degree of power and control of each position (delegation of authority).
- b. A nonhierarchical structure is an alternate form that is used in some systems. They are classified by:
 - i. Work teams – The key is coordinating efforts to meet a common objective. There is no power structure. Each member of the team is on

- the same level as every other member. Each member comes to the team with different level of expertise, which is needed for the project.
- ii. Outsourcing – contracting services to be done by outside businesses or agencies.
- c. Administrative offices are generally accessible to the public, provide a wide array of information, have an attractive and adequate reception area, which reflects the professional atmosphere of the organization.
 - i. Adequate and attractive work environments for employees, volunteers and visitors.
 - ii. Comfortable and attractive meeting rooms for planning, education and other needs.
 - iii. Sufficient storage or warehousing facilities, a library for research and adequate administrative space and equipment.
- d. Adequate support staff and services are provided to allow professional staff to perform their appropriate functions.
- e. A Communication system is in place to insure accurate and timely transfer of information especially to higher levels of government, counterpart agencies, news media and the public.

Completed with Attachments

3. Has established Partnerships:

- a. To not only include written agreements with others as stated in Tier II but must include written agreements with school districts and other parks and recreation departments or recreation providers in adjoining jurisdictions or jurisdictions having concurrent authority in the Departments service area.
 - i. This standard ensures that park and recreation personnel are aware of the diverse resources at their disposal.
 - ii. Recreation departments or providers should include where applicable such agencies such as U.S. Army Corps of Engineers (COE); Tennessee Valley Authority (TVA); National Park Service (NPS); other local or county parks and recreation departments; Young Men's Christian Association (YMCA); Big Brothers/Big Sisters and a variety of other providers.
 - iii. (This section in Tier III will assist in the overall goal of establishing Recreation Corridors and lead to a Seamless Recreation System for Tennessee).
 - iv. There must be a liaison from the department to other local government agencies and legislative authorities such as city or county commissions, school boards, zoning commissions, public works, state and federal legislators, etc.

Completed with Attachments

4. Planning in Tier III will be comprised of several types of planning concepts: Comprehensive or Master Planning; Community Planning and Internal Systems Planning.

- a. Comprehensive or Master Planning must be completed to include:
 - i. Integration of programs/services and physical resources
 - ii. Community study and demographics

- iii. Inventory of community programs/services and physical resources
- iv. Continuous environmental scans (information gathering to determine the current conditions, internal and external of the organization. Most likely completed through citizen surveys, public meetings, and evaluation of specific environmental factors).
- v. Resources needed to implement.
- vi. Priorities, action plans and timelines.
- vii. Interagency partnerships.
- viii. This plan should be officially adopted by the appropriate governing body, updated regularly and be linked with capital improvement budgets and phased development.
- b. Community Planning must be completed and will include:
 - i. The department must regularly be involved in and a part of community planning to coordinate with others such as: transportation, public safety, public works, planning and zoning, school systems, etc.
 - ii. Professional park and recreation personnel should be a part of the team for total community planning.
 - iii. A Community planning study based on population shifts and changing social and economic conditions should be created at least every five years.
 - iv. The department should have a strong working relationship with professional recreation state organizations, state legislative communities and state recreation associations to assist in disseminating information for local and state planning.
- c. Internal Systems Planning which is essential for effective operational management must be completed and will include:
 - i. Information technology, public relations and marketing, human resources, financial management and budgeting (which often includes a five year capital plan), risk management, law enforcement and security, maintenance and evaluation.
- d. The department must have planning and research functions with established responsibilities and should employ at least one staff member or consultant who has planning and research capability.

Completed with Attachments

5. Recreation Programs, Services and Events provided shall be based on:

- a. Programs and services should provide recreation opportunities under direct face-to-face leadership, including skills instructions.
- b. The department's programs shall provide opportunities in all program fields for various levels of proficiency, socio-economic levels, racial and ethnic backgrounds, ages, and gender in accordance with the department's statement of mission.
 - i. Opportunities for levels of proficiency may be made by offering skills instruction, clubs, leagues, tournaments, etc., for different levels of ability.
 - ii. This standard of skill proficiency is for the cultural arts as well as the physical skills.

- iii. In offering opportunities from each of the program fields, there should be special consideration given to those, which emphasize appreciation and understanding, as well as skill development.
- iv. Adequate opportunities must be available to persons of all races, creeds, and colors, as well as ages and gender, and regardless of physical or mental disability or economic level.
- c. The selection of program content, specific activities, and opportunities shall be based upon an understanding of individual differences and the culture of the community.
- d. The program shall provide structurally for a wide range of types of participation.
- e. There shall be a plan of education for leisure and recreation experiences.

Completed with Attachments

6. Facility Use Management

- a. A security plan must be developed for each building and facility. Annual reviews and inspections should reflect changes. Security plan should include alarm systems, key and lock systems and professional security personnel to patrol sites.
- b. There must be a fleet management plan, including inventory and maintenance schedule, for all vehicles and other equipment.
- c. There must be policy and procedures for the management of and accountability for department-owned property, including purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe, secure storage of equipment, and maintenance of all equipment in operational readiness and working order.
- d. There must be a written environmentally sound standards and procedures for development and maintenance of the Department's natural resources, with particular attention to protection and preservation of especially-sensitive land and water issues.
- e. There must be competent personnel/crews with clearly defined duties, job descriptions identifying specialty areas for routine to major maintenance (including electrical and plumbing), general development and construction, a high dedication to attractiveness of areas, facilities and equipment, and overall cleanliness of facilities.
- f. There must be an established replacement schedule for all park and recreation properties and facilities and equipment.

Completed with Attachments

7. Marketing, Public Relations and Customer Service

- a. The Department must have a marketing component with specific functions and a written plan, which includes annual evaluations of the entire marketing/public relation's components.
- b. There must be a marketing research component in the marketing plan.
- c. A specific person within the department and with an appropriate job description must be designated to direct the marketing component of the department.

- d. The parks and recreation Department must monitor and evaluate the quality of its facilities, natural resources (areas), programs and services from a users perspective.
- e. The personnel responsible for the marketing, public relations and information must submit a report to the Departments Director, identifying how the marketing functions are being evaluated and the collected data is being used to be better enhance the Department's goals. This report should be done quarterly, but at least annually.

Completed with Attachments

8. Recruitment and Selection of Personnel

- a. There must be a comprehensive and aggressive recruitment program to secure qualifies personnel. There should be a manual that describes all components of the selection process.
- b. Personnel hiring should include procedures for background investigations prior to appointment.
- c. There should be a disciplinary system related to the code of conduct and performance evaluation.
- d. A grievance procedure process must be established.

Completed with Attachments

9. Fiscal Policy

- a. There must be written procedures for emergency purchasing or rental agreements for equipment.
- b. The Department will have an accounting system, including an independent audit as required by City/County direction.
- c. There must be written procedures for maintaining control over personnel in relation to budget authorizations.
- d. There must be procedures used for collecting, safeguarding, and disbursing cash to include, at a minimum: maintenance of an allotment system, if any, records of appropriations among organizational components; prescription of financial statements; conduct of internal audits; and persons or positions authorized to accept or disburse funds.
- e. There must be written procedures for internal monitoring of the Department's non-cash fiscal activities.

Completed with Attachments

10. Resource Management and Land Use Planning

- a. Where deemed advisable or required by law, there must be special or feasibility studies completed prior to construction to determine the appropriateness of certain facilities (golf courses, swimming pools, zoological parks, etc.).
- b. There should be written policies and procedures for the department to acquire lands for parks, recreation, conservation, and historical-cultural purposes.
- c. All plans and studies must be conducted and prepared by a park planner, landscape architect, or other design professional, depending upon the nature of the project.

- d. There should be written procedures providing safeguards for public interest when it becomes necessary to dispose of parks and recreation lands.

Completed with Attachments

11. Human Resources

- a. There must be an on the job training program which is evaluated, updated, and revised annually.
- b. There must be a program of career development (and self-improvement) based on needs of individual employees, including the responsibilities of employee and employer.
- c. There must be an on-going recruitment, selection, and orientation program for volunteers.
- d. Volunteers should be covered for negligence liability by the agency.
- e. Consultants and contract employees are being utilized for special functions on a continual basis.

Completed with Attachments

12. Management of Information Systems/records Management

- a. The Department must have a management information system, including statistical and data summaries of Department's activities, such as daily, monthly and annual reports.
- b. Appropriate service statistics must be maintained to plan, interpret, and evaluate the recreation and park program.

Completed with Attachments

13. Budgeting

- a. The heads of major organizational components within the Department must be participating in the preparation of the agency's budget.
- b. There must be procedures for firm budget control within the Department, including allotment systems, accounting systems, frequent reporting of revenues and expenditures and continuous management review through staff reports and meetings.

Completed with Attachments (Optional)

14. Risk Management

- a. The risk management plan should involve active interaction between employees at all levels and administration/superiors.
- b. There must be a manual of operating procedures for carrying out the risk management plan. All administrative and supervisory personnel shall have a copy of the manual and other employees' procedures pertinent to their responsibilities.
- c. The risk management plan should be monitored in terms of dollar costs.

Completed with Attachments (Optional)

15. Safety and Security

- a. There shall be special in-service training for the safety of personnel handling traffic control at events and in parking areas. In addition, training shall be extended to law enforcement personnel conducted by the Department or in

conjunction with the jurisdictional police or other agency. In-service training must also address the use of volunteers and volunteers must also be trained in appropriate security measures.

- b. The shall be as a part of the overall plan and policies to include use of road blocks and street closures, those regarding the handling of drugs, weapons and other evidentiary materials and also those regarding assault and batteries, crowd disturbances and other types of instances.

Completed with Attachments (Optional)

16. Evaluations and Research

- a. There must be at least one experimental or demonstration project or involvement in some aspect of research, as related to any part of parks and recreation operations, each year.
- b. There shall be a staff member or a consultant with expertise to direct the technical evaluations/research process.

Completed with Attachments (Optional)

Incentives:

Be eligible to receive prestigious Governor's Award for Tier III community/Department. Be eligible to receive bonus points on every upcoming grant application scoring criteria. If all 16 objectives are reached, community will be awarded the prestigious **Gold Seal** certification.

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